



3 April 1974

MEMORANDUM FOR: [REDACTED]

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Product Review Group/IC Staff

SUBJECT

: IC Staff Redraft, "Coping With the
Information Handling Problem"

1. I have read your redraft of subject memorandum and find that it contains many of the points that bothered me in the original memorandum of 8 February. I feel that the thrust of the IC position is still to go fairly headlong into building the master system--or the F-111 of the information handling world, as some of my colleagues call it--that will be all things to all men. I particularly have problems with the thrust that says that the IHC should ensure compatible software supporting systems. I think we have got to realize that different parts of the Community have different information handling requirements and they are most unlikely to be solved by one universal system.
2. If the IHC undertook all of the activities you suggested in support of [REDACTED] I have additional problems. First, I doubt very much that the IHC could really swing it. Second, I think it would create an awful lot of work for my Directorate, work that would probably only produce highly questionable results.
3. My parochialism also extends to the fact that if both the new activities for the IHC and the proposed Information Systems Advisory Group were approved, there would be an additional resource bite at a time when we are finding it impossible to get adequate resources to do the Agency's number one job--the production of intelligence. These parochial concerns aside, I really find it rather difficult to distinguish the tasks proposed for the IHC and the ISAG. Maybe one solution would be to do away with the IHC and let the ISAG cum [REDACTED] perform that role for the Director.

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4. My real concern is that we not push the Director into a position of endorsing some grandiose and extremely expensive programs which, in all probability, would not work. I feel very strongly that a more conservative approach to this problem will accomplish much more and with a restrained use of resources. Furthermore, it will enable us to avoid many of the ill-fated campaigns that the Community has engaged in over the years. One of the main purposes of briefing the Director on [redacted] is to instill him with the idea that Fords carry out some activities even better than Cadillacs. Perhaps we all should wait until the Director has sorted out his own thoughts before we suggest marching orders for [redacted]

[redacted]
PAUL V. WALSH

Associate Deputy Director
for Intelligence

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